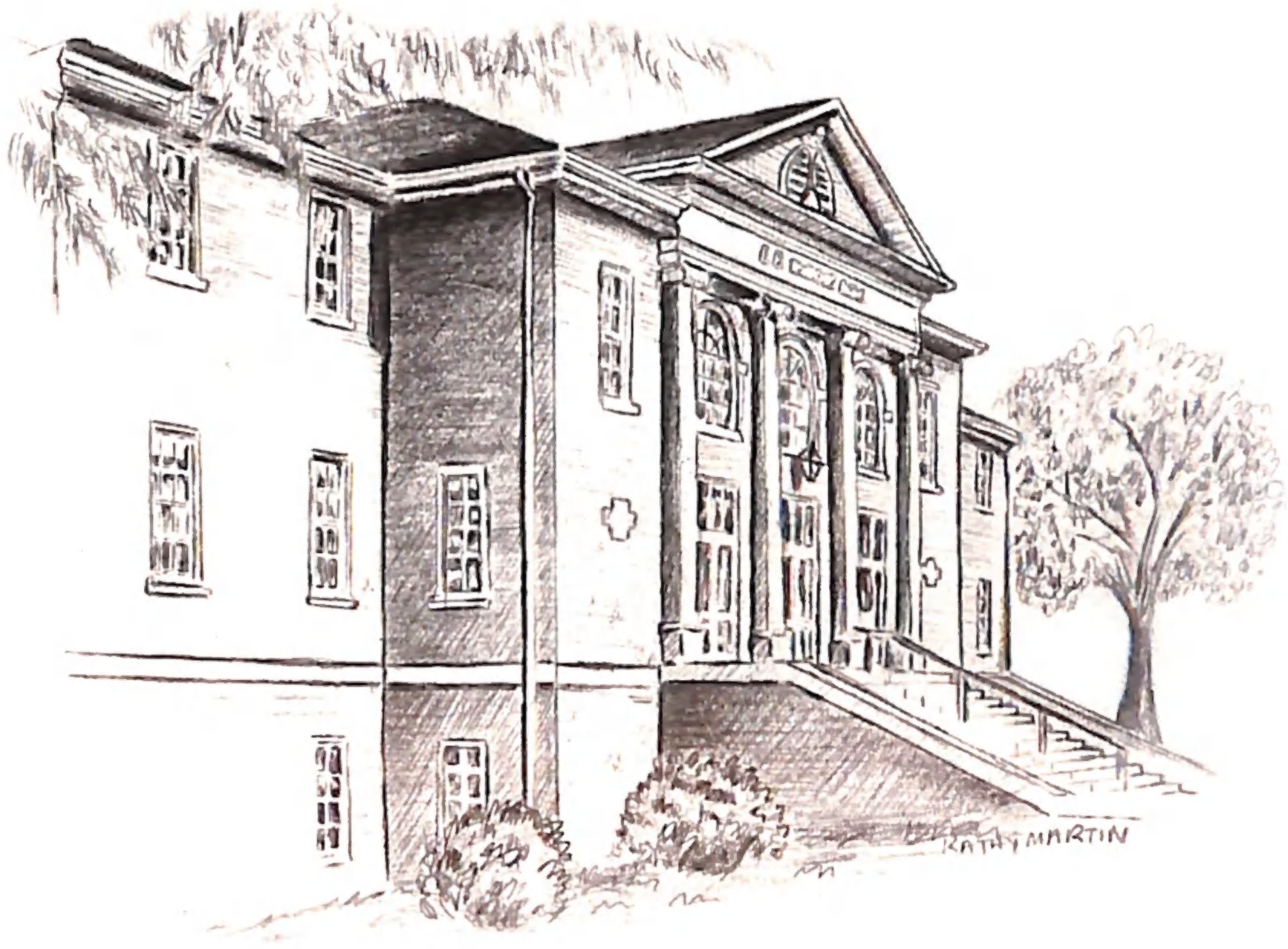
Gardner-Webb
UNIVERSITY



Master of Business Administration Program 1998-1999

Volume 4, Number 1

Gardner-Webb University
Boiling Springs · North Carolina

Gardner-Webb UNIVERSITY

1998-1999

Boiling Springs, North Carolina 28017
Admissions:
(704) 434-4489 or 3988
1-800-457-4622
Fax (704) 434-4738

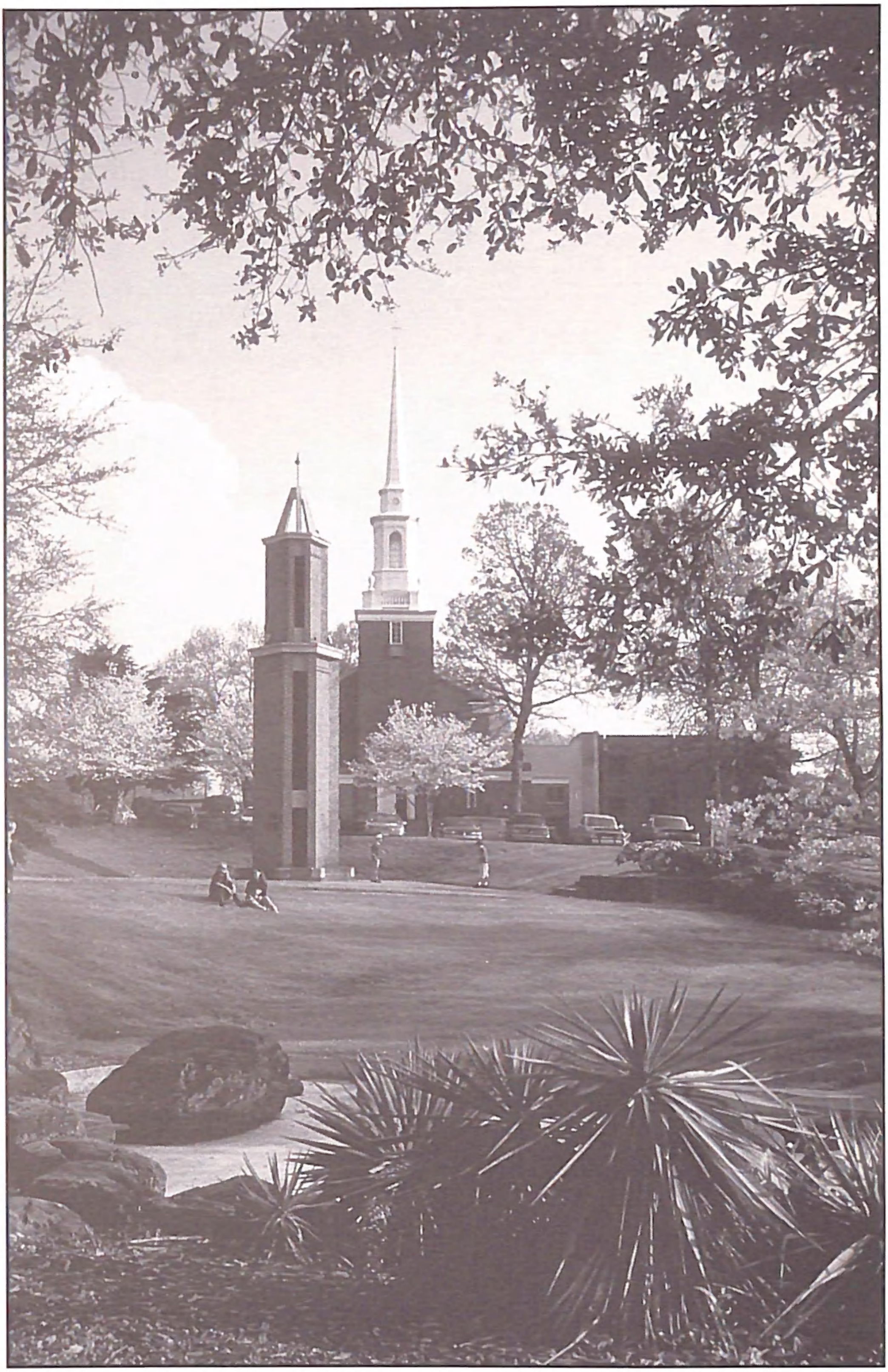
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Catalog Requirements

The conditions and policies set forth in this catalog have a binding effect upon the University and students for the academic years in which it is in force. The University reserves the right to make necessary changes and corrections. When changes are made in graduation requirements, the University accepts a moral obligation to provide students the conditions effective the year of their most recent continuous enrollment or an alternative which would not be punitive. Otherwise, all other requirements are effective and in force upon publication of changes.

Gardner-Webb University is committed to equality of opportunity in all areas of education and employment and does not practice or condone discrimination in any form against applicants or students on the basis of race, national origin, sex, religion, or disability.



ACADEMIC CALENDAR 1998-1999

The University's academic year is divided into two semesters and a summer school. The fall semester is a four-month term, ending prior to Christmas Holidays. Following is the four-month spring semester is a summer school of two five week terms.

Fall Semester 1998

August 31 (Monday)	Classes Begin
September 4 (Friday)	Last Date to Add a Class
October 26-27 (Mon.-Tue.)	Fall Break
November 26-27 (Thurs.-Fri.)	Thanksgiving Holiday
December 10 (Thursday)	Last Day of Classes
December 14-19 (Mon.-Sat.)	Final Examinations

Spring Semester 1999

January 18 (Monday)	Classes Begin
January 22 (Friday)	Last Day to Add a Class
March 8-12 (Mon.-Fri.)	Spring Break
April 5 (Monday)	Easter Break
May 5 (Wednesday)	Last Day of Classes
May 7-13 (Fri.-Thurs.)	Final Examinations
May 15 (Saturday)	Commencement

Summer School 1999

May 26 - June 29	First Term
June 28-29 (Mon.-Tues.)	Final Examinations
June 30 - August 3	Second Term
August 2-3 (Mon.-Tues.)	Final Examinations
August 7	Commencement



Introduction To Gardner-Webb University

Gardner-Webb University is a residential, private, coeducational university affiliated with the Baptist State Convention of North Carolina. It is located on a beautiful campus of over 200 acres in Boiling Springs, North Carolina.

History

Gardner-Webb University derives its name from O. Max Gardner, distinguished governor of North Carolina in the 1930s, and his wife, Fay Webb Gardner. The beauty of the campus and the quality of the academic program owe much to their example and leadership.

Gardner-Webb University has experienced remarkable growth, perseverance, and maturity. The institution began as a boarding high school and later became a junior college. A major step in the University's development was its full accreditation as a senior college in 1971. In 1980 the institution began offering a Master of Arts in Education degree.

In January 1993, the institution's name became Gardner-Webb University. In August 1993, the University began offering Master of Divinity and Master of Business Administration (MBA) degrees. Today, Gardner-Webb University offers nine graduate degree programs.

The Purpose of Gardner-Webb University

Gardner-Webb is a private, coeducational university affiliated with the Baptist State Convention of North Carolina. Its purpose is to provide learning of distinction in the liberal arts and in professional studies within a caring community based upon Christian principles and values. Students, faculty and staff are part of a community of learning, and Gardner-Webb seeks to prepare and encourage students to make meaningful contributions to the global community in which we live. To this end, the university strives to develop students intellectually, spiritually, socially and physically. They should be able to think independently and critically, communicate effectively, relate well to persons of diverse backgrounds, understand the natural world, understand the development of civilization, understand and appreciate aesthetic values, and grow spiritually. To support this development and foster a community dedicated to life-long learning, Gardner-Webb emphasizes Christian values, academic freedom with responsibility, free intellectual inquiry and discussion, recognition of the dignity and worth of the individual, and strong faculty-student relationships. While pursuing these values, Gardner-Webb seeks to instill the

traits of good citizenship in its students and strives to be a good institutional citizen.

Location

The main campus is located in Boiling Springs, a small rural town. Nearby Shelby, a city of 20,000, is noted for its support of the arts and as the home of state and national leaders. Fifty miles east of Gardner-Webb University is the thriving city of Charlotte, the largest city in the Carolinas. Thirty miles to the south is the city of Spartanburg, South Carolina.

The MBA Program is also offered in nearby Statesville. Strategically located at the Interstates of 40 and 77, Statesville is a graceful mixture of country charm and technological savvy. Forty minutes to the south is Charlotte, NC, with Winston-Salem and Hickory on the east and west, respectively.

Students

The University has grown steadily to its current enrollment of over 2,400 undergraduate and 600 graduate students. Gardner-Webb University admits students of any race, sex, national or ethnic origin, religion, and disability without discrimination. The University is authorized by the immigration authorities of the United States for the training of foreign students.

Gardner-Webb University and Free Enterprise

The University has been supported greatly over the years by Baptist churches, the Baptist State Convention of North Carolina, and men and women who gave their time and resources to provide students with an excellent Christian learning environment. Some of these supporters were successful business people who shared in Gardner-Webb University's commitment to the teaching of a love and appreciation for the American free enterprise system. Many other small and large business entrepreneurs have made financial contributions that have enriched the University's campus community and enhanced its course offerings.

The graduate and undergraduate business programs provide opportunities for students to understand and experience our free market system. Student business organizations, on-campus seminars, and executive lectures help prepare students for successful business careers. The University's Broyhill Academy is dedicated to spreading an appreciation of free enterprise and teaching entrepreneurship. Undergraduate students may have internships in area businesses.

Programs and Accreditation

Three distinct academic programs are provided by the University: the on-campus undergraduate program; the GOAL Program (evening classes taught in a number of locations for graduates of two-year colleges); and the Graduate Schools designed to provide master's level work for working professionals. Gardner-Webb University is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate, bachelor and masters degrees.

Noel Programs for the Disabled

The Noel Programs for the Disabled provide support services to deaf, blind and other identified disabled students. In order to assess each disabled student's needs and to provide the necessary support services, professional documentation of a disability or disabilities must be furnished no later than three weeks prior to the beginning of services. Documentation must be current, having been written within at least a three year period before a disabled student's enrollment to Gardner-Webb University.

Resources

The University has excellent library, classroom and computer facilities. The library collection includes more than 196,000 volumes, 197,000 microforms, 10,000 audio visual items, and CD-ROM access to more than 300 commercial data bases. The library subscribes to over 1,000 periodicals and is a selected depository for government documents. In 1997-98 the University expended over four million dollars to totally renovate Hamrick Hall, housing the business classrooms, offices and computer facilities. This building is equipped with the most modern technology for business instruction. Two other micro computer labs, a mainframe lab and business technology information highway system are available to MBA students.

The Gardner-Webb University World Trade Resource Center

The Gardner-Webb University World Trade Resource Center was established on October 2, 1994 as a resource base for businesses already competing or about to enter the global market. It is a non-profit organization which encourages the development of foreign trade between and among all nations. Also, it serves as a practical resource base for students majoring in international business. The center's trade networks help simplify the theories of this discipline by actually showing them the economic activity in the foreign arena.

Study Abroad

Students are encouraged to participate in a foreign study program through the Council of International Educational Exchange (CIEE) or through Gardner-Webb University sponsored programs abroad.

Career Services

MBA students have access to the services of the Career Planning and Placement Office. Available information includes resume' writing, the interviewing process and employment possibilities. The Center also disseminates information from student placement files to potential employers. The Center works with MBA candidates and their specific needs on an individual basis.

MBA Executive Association

The MBA Executive Association is an organization of current MBA students, Alumni and business executives united to provide network services to its members, and further develop and enhance the partnership between the University and the business community.

The association is a self-supporting, not for profit organization, committed to meeting the needs of its members, the University and industry. The association objectives are:

* To provide social and professional activities for its members.
* Provide networking capabilities for its members, including employment opportunities.
* Invite nationally and world renowned speakers to the campus.
* Promote a postive image of Gardner-Webb worldwide and increase public awareness.
* Maintain a strategic planning process that is condusive to addressing the current and future needs of the program; to meeting changing academic and business requirements.
* Develop stronger relationships with the business community.
* Provide availability of resources for consulting or problem resolution.



Dr. M. Christopher White
President, Gardner-Webb University

Master of Business Administration Program

Gardner-Webb University is committed to providing a program of study that clearly gives its MBA graduates an advantage when competing among others in today's dynamic business environment.

The University's 36-semester-hour course of study is structured to provide students with a working knowledge of business and the managerial skills needed for successful departmental, divisional, and organizational leadership. Students who begin in August and successfully complete two courses each fall, spring, and summer will graduate at the end of their second summer of study, two years after beginning the program. Courses are offered during evening hours.

We are pleased you are interested in our program of study. Visitors to the University are welcome at all times; administrative offices are open Monday through Friday from 8:00 a.m. until 5 p.m. For more information, please call the MBA Director of Admission: (704) 434-4489, 434-3988 or (800) 457-4622.

The MBA Program

The MBA is recognized as the professional graduate degree designed to enhance effectiveness in upper-level managerial positions in a business setting. Many persons having career goals in non-profit settings also pursue the MBA degree. Graduate study in business not only helps individuals meet their goals of career development and personal growth but also contributes to their enhanced appreciation of the private enterprise market system.

Purpose

Effective managerial behavior depends on the knowledge and skills used in decision-making. A successful administrator not only must know about his/her own professional area, but he/she also must have considerable understanding of the professional areas of others. Students in the MBA program are expected to develop a working knowledge of accounting, finance, human relations and behavior, economics, marketing, production, business law and international business.

The applied nature of the MBA program provides training in management through the use of practical techniques that can readily be utilized by the students in their existing positions. Students learn to be innovative in their approaches to solving problems and making decisions. The program offers a unique opportunity to study with others who have similar

interests and to learn from others who have had varying work experiences.

The Master of Business Administration Program was developed to meet the following objectives:

* Prepare individuals for careers in business administration with advanced training in specific areas built on a broad understanding of business and its environment, both domestic and global.
* Provide individuals with the opportunity of gaining professional knowledge to attain their personal and career goals.
* Integrate business experience with current theories of management and explore new business concepts in various fields of the real world.
* Provide practical techniques to analyze alternative solutions to business problems involving economic, social, legal, political, and ethical factors.
* Develop practical skills for meeting the challenges of changing technology and managerial innovations.

Undergraduate Foundation Studies

Students who have not previously studied business are strongly encouraged to apply. Most likely, however, they will have some undergraduate deficiencies. The following undergraduate studies or equivalents, completed with a "C" or better, are required for full admittance into the MBA program.

* Accounting	2 semesters
* Microeconomics	1 semester
* Statistics	1 semester
* Microcomputers	1 semester (or proficiency)

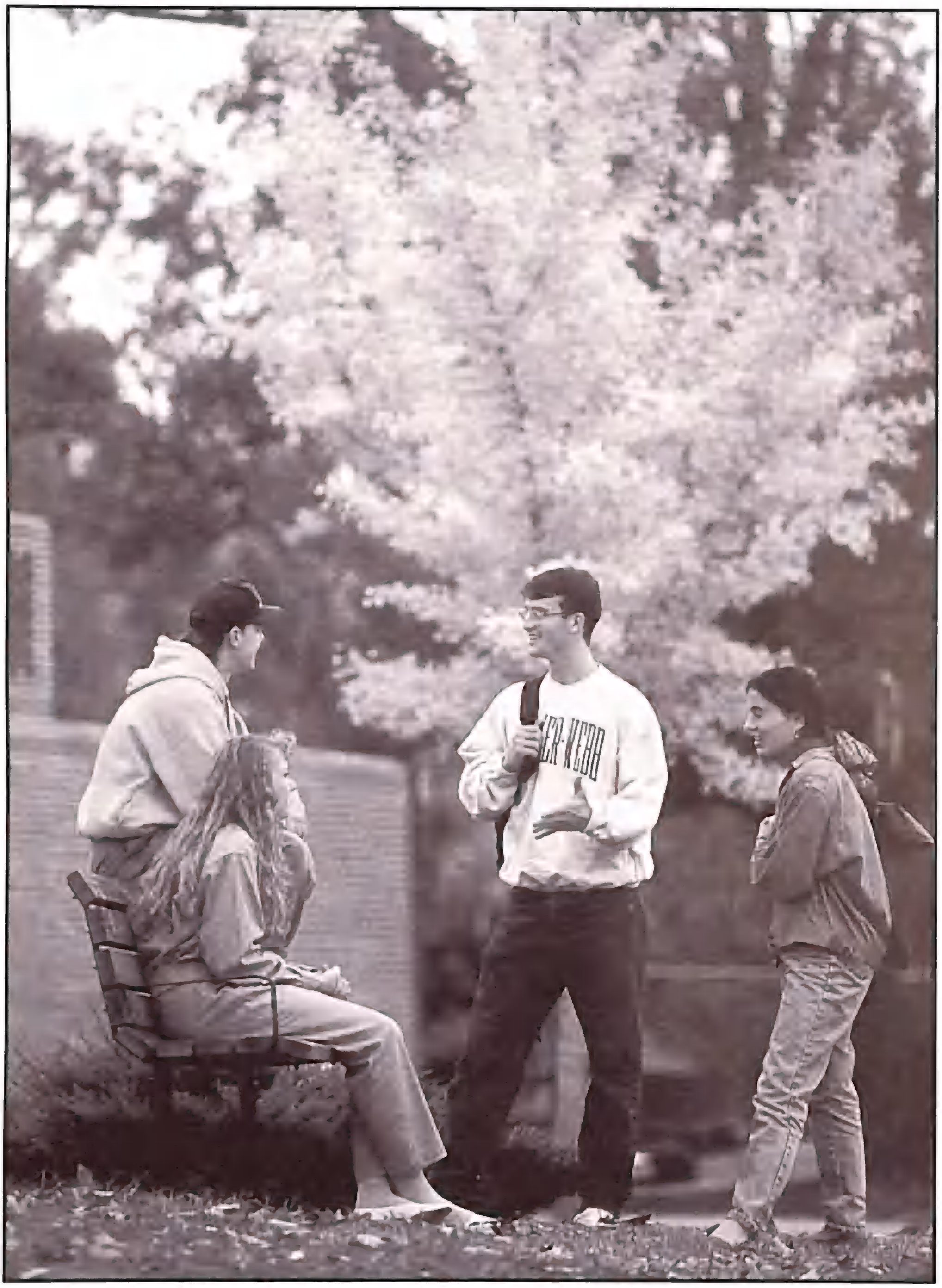
Persons who have not completed these requirements may be given applicant status and after satisfactorily completing foundation deficiencies at Gardner-Webb University or elsewhere may be granted full admission.

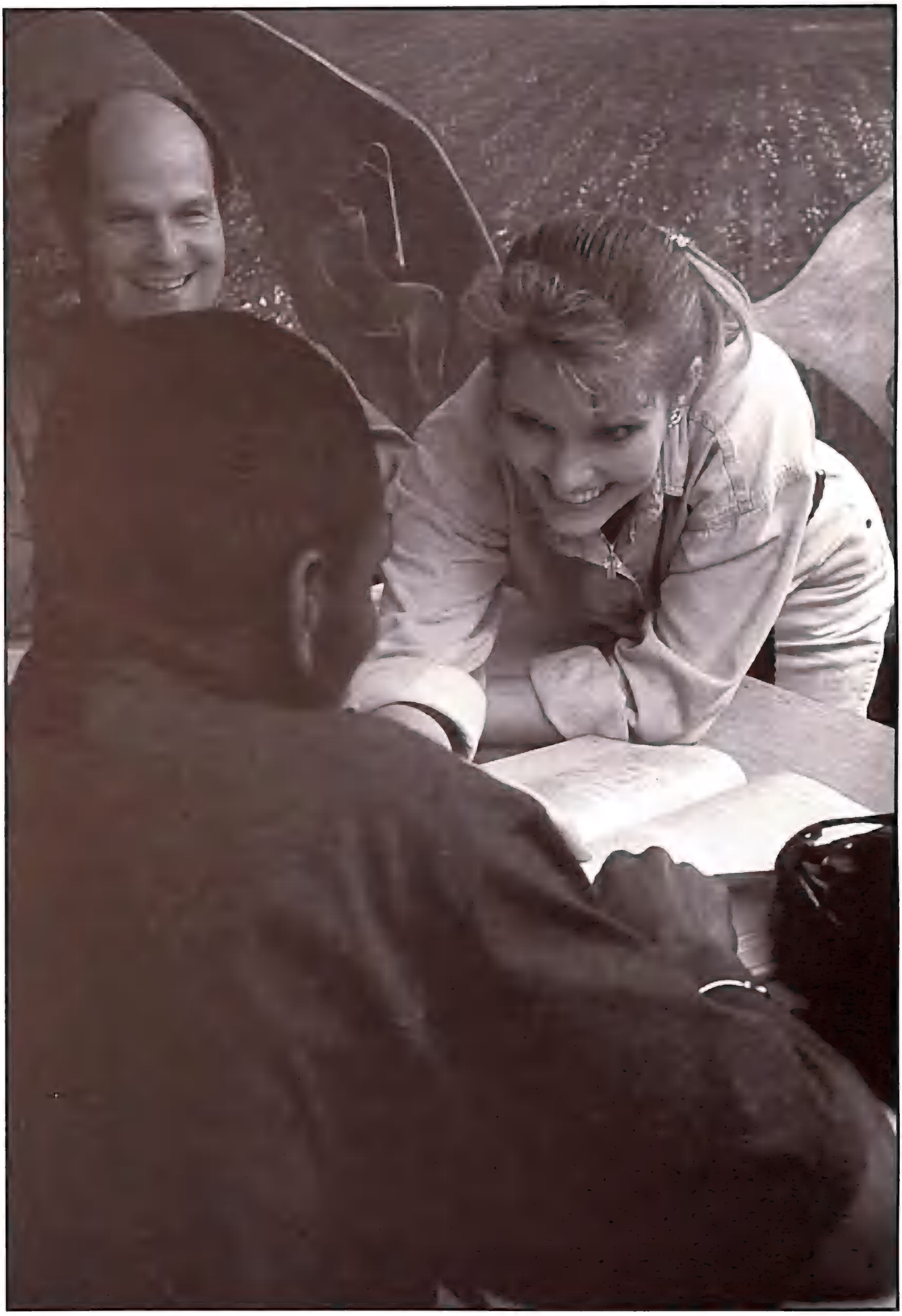
The Faculty

Members of the Graduate Business Faculty hold doctorate degrees from major universities throughout the country and world. They have varied business experiences and bring to the classroom a mixture of practical and theoretical experience and training. The faculty is committed to providing a program of study which clearly gives its participants an advantage when competing with others in today's business climate.

Classes are generally small at Gardner-Webb University and faculty members are accessible. Professors' priorities are given to teaching and serving the program's participants. Professors also engage in consulting

and research activities; these pursuits are then used in the classroom to make lectures up-to-date and meaningful. This environment of personal attention and dedication to teaching distinguishes our MBA program from that of larger universities.





Student Life

Students enrolled in a graduate program at Gardner-Webb University are typically working professionals. Therefore, programs are carefully designed to accommodate their needs, especially as they relate to work schedules. Graduate students have representation on the Graduate Council and are entitled to attend campus events, receive campus publications, and request services which are offered to students at Gardner-Webb. Services offered include guidance and counseling, placement services, and the delivery of textbooks from the Campus Shop to off-campus centers. Graduate students are invited to participate in campus life to the maximum extent of their desire and interest.

All student activities are under the supervision of the Director of Student Activities on fees and activities, contact the Activities Office at 704-434-4732.

Graduate Student Representation on the Graduate Council

The Graduate Council is the governing body for all graduate programs at Gardner-Webb University. Graduate students are represented each year on the Graduate Council by representatives who have voting privileges on the council.

The Curriculum

Today, managers need skills in analysis, problem solving, interaction, and communication. Approaches to problem solving are stressed throughout the program through the use of practical applications of academic concepts and theories. Students learn to be innovative in their approaches to problem solving through assignments requiring teamwork, communication skills and computer applications.

The Program is structured, having 36 semester credit hours of graduate level studies with 30 hours in the core and six hours of electives. Each course is three credit hours.

Core Curriculum

These fundamental courses are designed to prepare students to be effective managers and are required of all MBA students:

* Managerial Accounting
* Managerial Economics
* Managerial Finance

* Marketing Management
* Organizational Behavior
* Quantitative Methods
* Production/Operations Management
* Business Law and Ethics
* International Business
* Strategic Management

General Electives

* Investment and Portfolio Management
* Entrepreneurial Management
* Management Information Systems
* Managerial Communications

International Business Emphasis Electives

* International Finance
* International Marketing
* Seminar in International Trade

Human Resource Management Emphasis Electives

* Human Resource Management
* Organization Power and Politics
* Leadership: Theory and Practice
* Organizational Staffing
* Motivation and Reward Systems
* Labor Relations and Workforce Governance
* Labor in the Economy and Society
* Human Judgement and Decision Making

Health Care Management Emphasis Electives

* Health Care Administration
* Health Care Organization
* Health Care Economics
* Health Care Law and Ethics
* Health Care Marketing

Admissions, Finances and Financial Aid

The Admissions Process

Admission to the University's MBA program is selective. An admission decision is based on a balanced appraisal of the applicant's total academic and professional record, his/her Graduate Management Admissions Test score, and overall excellence. While the Admissions Committee looks for responsible academic performance and excellence on test scores as evidence of the applicant's ability to do well in graduate study, it also looks for qualities of personal development which are relevant to career success. Extra-curricular involvement and leadership in college, useful assignments in military service or substantial work experience will strengthen the application.

Application Procedures

Persons wishing to apply for admission to the Master of Business Administration (MBA) Program should request application materials from the MBA Office of Admissions. No single criterion will be decisive, but each item will be considered in relation to the applicant's total qualifications. Gardner-Webb University seeks to enroll students from a variety of economic, occupational, racial, social, religious, and geographic backgrounds.

To apply for initial admission to the MBA program, the applicant should:

1. Submit an application and a detailed resume of professional experience to the MBA Director of Admissions along with a $25 non-refundable processing fee.
2. Arrange for an official transcript of all previous academic work beyond high school to be sent directly from each institution attended. The Privacy Act requires that each student request in writing that transcripts be released to the MBA Director of Admissions.
3. Arrange for submission of scores on the Graduate Management Admissions Test (GMAT).
4. Have three evaluators mail recommendations directly to the MBA Director of Admissions: (1) current or past professor, (2) current or past supervisor, (3) academic or business professional, or any combination thereof.
5. Participate in a Graduate Business Administration Faculty interview.

GMAT

Students are required to take the Graduate Management Admission Test (GMAT) prior to full admission to the program. A GMAT score can only be used for evaluation if the test has been taken within the last five years.

Students must request the Educational Testing Service to send GMAT scores directly to Gardner-Webb University. The University ETS Code is 5242.

Applications for taking the GMAT may be obtained from the MBA Director of Admissions at Gardner-Webb University. Students may register by phone to take the test by calling 1-800-GMAT-NOW. Specific testing locations and additional information may be found on the web site at http://www.gmat.org.

International Students

International students follow the usual procedure for admission with these exceptions:

1. Transcripts must first be submitted to World Education Services for a course by course evaluation before being mailed to the MBA Director of Admissions.
2. TOEFL score of at least 500 must be submitted unless English is the native language.
3. A Gardner-Webb University form, Statement of Financial Responsibility, must be completed, signed, and accompanied by a letter from the student's or sponsor's bank showing amount to cover one year of graduate study.
4. Once the student's file is completed and an admissions decision has been made, the MBA Director of Admissions will send the student an I20 Form, enabling the student to apply for a visa.

Types of Enrollment Status

Enrollment for graduate study in business is granted in the following categories.

Full Admission

An applicant who meets all of the formal requirements for admission to the MBA degree program is granted full admission. These requirements include the following:

1. Graduate from a regionally accredited institution of higher education with a bachelor's degree.
2. Complete undergraduate course prerequisites or equivalents with a "C" or better.

Persons who have not completed requirement number 2 may be given

applicant admission, and after satisfactorily completing the foundation studies at Gardner-Webb University or elsewhere will be granted full admission (see Undergraduate Foundation Studies, page 10).
3. Present a minimum cumulative undergraduate grade point average (GPA) of 2.5 on a 4.0 scale on all undergraduate coursework completed and a satisfactory Graduate Management Admissions Test (GMAT) score.
4. Be recommended by three evaluators.
5. Participate in a Graduate Business Administration Faculty interview resulting in a positive evaluation.

Provisional Admission

An applicant who does not meet the formal requirements or standards for full admission may be granted provisional admission. A student admitted with provisional status must meet any condition attached to his/her admission before being granted full admission. Deficiencies may include lack of undergraduate foundation studies, low test scores, or low undergraduate grade point average.

For students admitted provisionally due to undergraduate course prerequisite deficiencies, Gardner-Webb University generally offers undergraduate foundation courses in Accounting, Microeconomics, and Statistics at various times throughout the year. An individual having foundation deficiencies may not enroll in an MBA course until all deficiencies have been removed.

A student with low test scores or a low undergraduate grade point average may be asked to take two core courses over the next two semesters following application. The student's progress will be monitored and the student will be granted full admission status if the student receives an "A" or "B" in both courses. The student will be barred from continuation in the MBA program with a grade lower than "B" in either of these courses. No student may be admitted to the MBA program who has a grade point average lower than 2.25 on all college work attempted or the last sixty-four hours of undergraduate work attempted.

Applicant

An applicant to the MBA program may be granted permission to register for one semester of course work prior to the completion of the admission procedure. Credit earned will be considered graduate level work but may not be counted toward the MBA degree at Gardner-Webb University until the student meets admissions criteria when all credentials are assessed. All supporting documentation must be submitted and assessed in order for the student to register for a second term of course work.

Special Student

A student entering the MBA program to take courses for professional or career enhancement as a non-degree seeking student is granted special admission. A maximum of six semester hours of credit may be earned as a Special Student and applied toward the MBA degree at Gardner-Webb University.

Transient Student

Transient status is assigned to an applicant from another recognized graduate institution who desires enrollment at Gardner-Webb University to take courses for transfer to the institution in which he or she is enrolled as a degree candidate. A transient student must submit an application for admission and a letter from the director or dean of the MBA program in which he or she is regularly enrolled indicating good standing.

Auditor

With the approval of the professor and the Director of the MBA program, a student may enroll for a graduate course as an auditor. The auditor must complete the special auditor registration form and complete all course requirements, with the exception of tests and examinations. An auditor's fee of $50 is required.

Transfer of Courses for Graduate Credit

With the approval of the Director of the MBA program, a maximum of six semester hours may be accepted from a regionally accredited MBA program toward the fulfillment of requirements for the MBA degree at Gardner-Webb University. Credit will not be given for courses taken more than six calendar years before applying for admission to graduate study. Only courses with a grade of "B" or "A" will be considered for transfer and must be substantially parallel to Gardner-Webb University courses. Students currently enrolled in the MBA program at Gardner-Webb University must have prior written approval to take courses from another institution for transfer credit.

Courses accepted in transfer admission are recorded as credit only: grades are recorded on a transfer evaluation form, but no grade points or grade point averages are computed. The grade point average used for administering policy and for graduation is computed on academic credit earned at Gardner-Webb University. The Registrar interprets the transfer policy and certifies students for graduation.

The primary purpose of the transfer of credits policy is to grant incoming students credit for work previously completed. Students are expected to take the appropriate courses offered by Gardner-Webb University once they enter the program. Permission is granted to take courses offered by

other institutions when the appropriate course is not offered by Gardner-Webb University or when it is more convenient for the University to approve a course for transfer than to offer the course by special arrangement.

Strong undergraduate students at Gardner-Webb University may be permitted, under special circumstances, to register for graduate courses with the permission of the Director of the MBA Program. Graduate level courses may not be counted toward both the bachelor's and master's degrees.

Readmission of Former Students

Any student who does not register for three consecutive terms (the two summer sessions count as one term) must apply for readmission before resuming graduate work. The MBA office keeps inactive files for a year after which students applying for readmission must submit all new application materials including transcripts and letters of recommendation, GMAT score and interview. The student will be notified by the MBA office of their new status. No application fee is charged for readmission.

Time Limits

Students have a time limit of six (6) calendar years to complete their degree from the beginning of the term in which they are initially accepted.

Finances

Cost of Instruction

Gardner-Webb University's MBA degree program is reasonably priced for the 1998-1999 academic year at the competitive rate of $205 per credit hour ($615 per course). The University reserves the right to change the cost per semester hour when the change is deemed necessary.

Miscellaneous Fees:

Application fee (non-refundable)	$25.00
Late registration fee	$40.00
Schedule modification fee	$5.00
Automobile registration (per year)	$15.00
Replacement of ID	$5.00
Application for graduation fee	$50.00
Transcript fee (Per Copy)	$5.00
Course by Examination	$150.00

Charge Reduction Policy for Class Withdrawal

Registration at the University is considered a contract binding the student for charges for the entire semester. However, it is the policy of Gardner-Webb University to give limited charge reductions in the event a student OFFICIALLY WITHDRAWS from class(es).

In order to make a course adjustment (withdraw) the student must contact the Registrar's Office in person or by phone, (704) 434-4260. The student will receive a copy of the completed course adjustment form. Withdrawal must be completed prior to the end of the semester in order to officially withdraw.

Reductions will be computed on total charges for tuition, but not on textbooks and fees. Students withdrawing from classes for disciplinary reasons will not be eligible for any reductions and will be liable for the entire semester's charges. (For purposes of interpreting this policy a week is defined as a Monday through Friday period or any part thereof. The first week is defined as the week in which classes are scheduled to begin.)

Charge Reduction Schedule

When official withdrawal occurs:

On or before the first day of class . . . . . .refund 100%
During the first 10% of the enrollment period . . . . . .refund 90%
During the second 10% of the enrollment period . . . . . .refund 80%
During the third 10% of the enrollment period . . . . . .refund 70%
During the fourth 10% of the enrollment period . . . . . .refund 60%
During the fifth 10% of the enrollment period . . . . . .refund 50%
During the sixth 10% of the enrollment period . . . . . .refund 40%
After the sixth 10% of the enrollment period . . . . . .no refund

Note: When a student's charges are reduced, Federal, State, Institutional and Non-Institutional Aid will be adjusted in accordance with the regulations governing the respective programs. Leaving the University without officially withdrawing may result in a student's forfeiting all financial aid and, thus, becoming responsible for the entire balance.

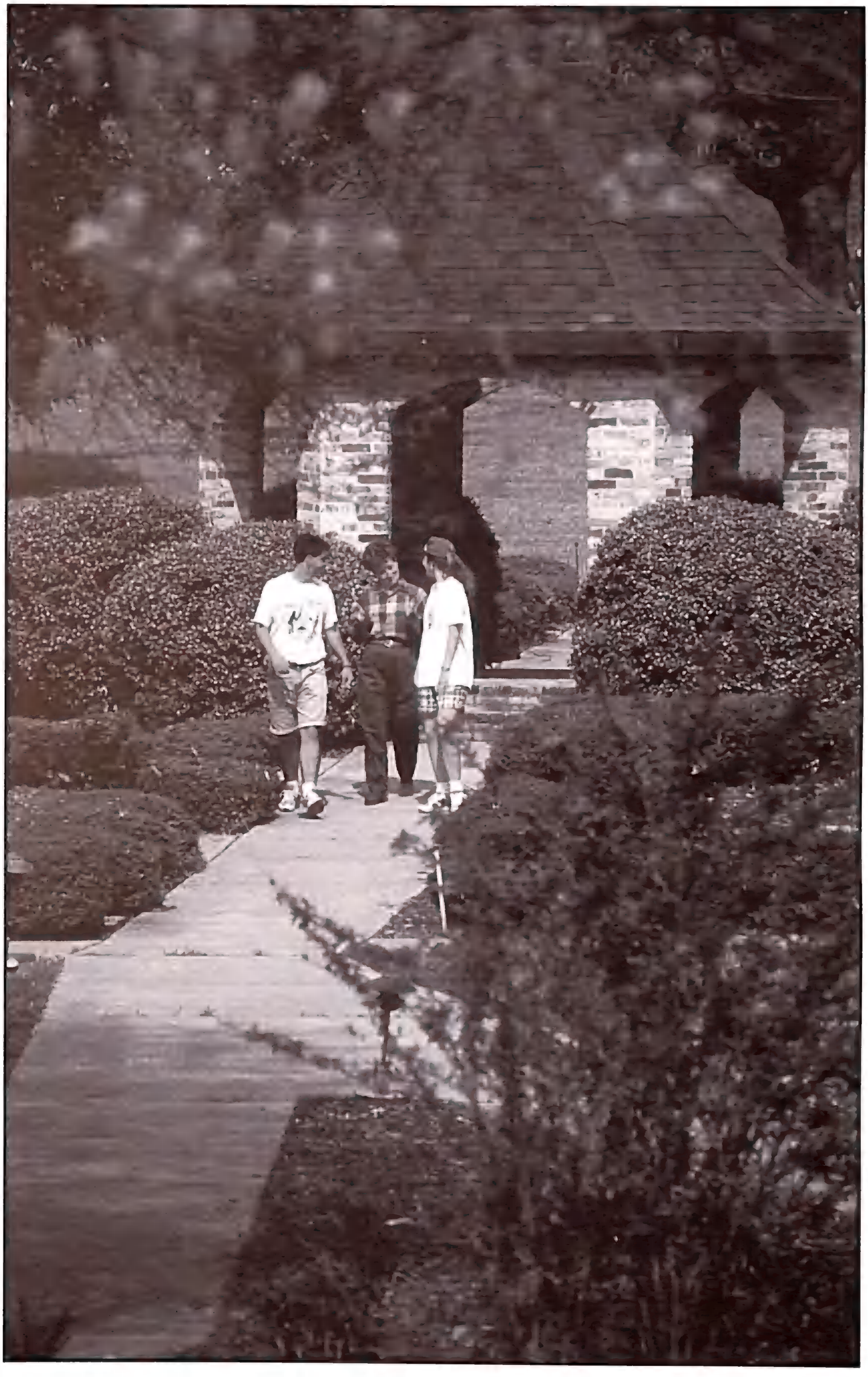
Delinquent Student Accounts

Student with outstanding financial obligations may be prevented from registering for the following semester. A student will not be allowed to participate in commencement exercises or receive a diploma, nor will transcripts be released, until all financial obligations are satisfied. Delinquent accounts may be referred to collection agencies and/or credit bureaus. Financial obligations include, but are not limited to, student account balance, parking, disciplinary and library fines, and returned checks.

Forms of Assistance

* Private Sources: Many companies and foundations offer assistance to students based on a variety of qualifications. Students should investigate policies of their employers as well as check with local civic organizations to determine availability of such funds.
* Stafford Loan: Subsidized, low-interest loan for eligible students who demonstrate financial need. Students make no payment while enrolled at least half-time and during the six-month grace period after graduation. Application materials and information are available at the Financial Planning Office (704) 434-4243.
* Graduate Assistant: Awards are available for the academic year and the summer semesters to students who assist professors in research, teaching, and related academic responsibilities. Students must carry a full-time academic load.
* Work Study: Positions are available having varied duties supporting daily operations in academic and non-academic departments.
* Deferred Payment Plan: Initial payment is one-third of the amount due when registering, including a small deferred payment charge, with the remaining balance in two equal payments.





Academic Regulations

Course Registration

Registration includes academic advising, selection of courses and payment of fees. During pre-registration, students should consult with their academic advisor on course selection and other degree requirements. However, it is the responsibility of the student, not the academic advisor, to insure that all University graduation requirements are met.

Students will not receive credit for any course for which registration has not been completed. Unless students and the advisors consider it essential, they should not change the schedule after registration.

Course and Schedule Changes

The University reserves the right to cancel or discontinue any course because of small enrollment or for other reasons deemed necessary. In order to assure quality instruction, the University reserves the right to close registration when the maximum enrollment has been reached and to make changes in schedule and/or faculty when necessary.

Late Registration

Students must register according to the information given at pre-registration. Students who register after the published mail-in deadline must pay a $40 late registration fee. Students may register for a course after the first class meeting only with the prior approval of the professor and the Director of the MBA program.

Dropping, Adding, and Changing Courses

Changes in a student's schedule may be made by telephoning the Registrar's Office. Financial Planning Office, Business Office, and the Director of the MBA Program are notified of the change. A fee will be charged unless the change is requested by administration.

When a student officially withdraws from a course, a grade of "W" (withdrew) is recorded during the first four weeks of the fall and spring semesters, or during the first week of a summer term. After this period a "WP" (withdrew passing) or "WF" (withdrew failing) is assigned by the professor based upon an assessment of the student's work to date in the course. No hours attempted are recorded for "W" and "WP" grades.

The last day for dropping an individual course is four weeks after the mid-term grade report period or a date not to exceed 75% of the course. After this time the only courses which will be dropped are those which a student drops when withdrawing from school.

Academic Advising

Each student admitted to the MBA program is assigned a faculty advisor who assists the student in developing a program of study. Advisement sessions are scheduled each semester for all graduate students. It is the student's responsibility to meet with the advisor at the scheduled session or to make arrangements for an alternative meeting time. An appropriate schedule of courses leading to uninterrupted study and completion of all requirements in two years is assured to fully accepted students who begin their studies in the fall semester and remain continuously enrolled, taking two courses each fall, spring, and summer.

Course scheduling may prevent acceleration of the completion of degree requirements. Longer schedule options are available.

Library Privileges

Student identification cards are prepared at the time of registration. These cards are necessary in order to use the Dover Memorial Library and other facilities where identification is required. Currently enrolled students may check out materials, use interlibrary loan, etc. Library privileges require compliance with stated policies affecting return of materials. Failure to comply may result in fines and suspension of check-out privileges.

Class Attendance Policy

Regular class attendance is an important student obligation. Students are responsible for all course work conducted in class meetings. Students are required by university policy to attend a minimum of 75% of the scheduled class meetings. Furthermore, it is the prerogative of the professor to set a more stringent class attendance policy. During the first week of the semester, the professor will clearly state, in writing, the attendance policies which will govern the class. Students are responsible for knowing the number of absences that they accumulate.

Absence from class does not excuse the student from responsibility for class work. Planned class absences for work related activities or foreseeable personal circumstances must be negotiated with the professor before the absence and plans made for completing the course work missed.

Student Rights, Responsibilities, and Expectations

For the student, reasonable rules, regulations and expectations should be viewed as necessary for creating a positive and healthy environment conducive to a living and learning community. It is hoped that students who voluntarily join the community will develop a loyalty and a commitment to it.

A prohibited behavior code describes what the university does not tolerate. The Board of Trustees has approved minimum penalties for some of the prohibited behaviors. It is hoped that students will view the prohibited behaviors as reasonable ones which can be avoided with little effort. Furthermore, by voluntarily enrolling at Gardner-Webb University, it is understood that the student agrees to abide by university rules, regulations and expectations.

Examinations and Reports

Comprehensive final examinations are required in every course at the end of the semester. The only exceptions are courses which require major research papers as the primary activity of the course. A student who does not take the examination at the scheduled time will receive a failing grade in that subject unless excused by the professor. If the student is excused, the grade will be recorded as Incomplete.

Transcripts will not be released if the student's account is in arrears unless satisfactory arrangements have been made with the Business Office.

Grades and Reports

Grading Systems and Quality Points

Graduation is dependent upon quality as well as upon quantity of work done.

Letter grades are used. They are interpreted in the table below, with the quality points for each hour of credit shown at the right.

	Hours Attempted Grades Per Credit Hour	**Quality Points Per Credit Hour**
A - Superior	1	4
B - Satisfactory	1	3
C - Passing	1	2
F - Failing	1	0
I - Incomplete	1	0
W - Withdrew without Penalty	0	0
WP - Withdrew passing	0	0
WF - Withdrew failing	1	0

An I is assigned where course work is not complete because of circumstances beyond the control of the student. The student has until mid-term of the following semester to complete the course work and remove the I; otherwise an F will be automatically assigned by the Registrar's Office.

A W will be assigned when a student withdraws from a course during the first four weeks of the semester or the first week of a summer term. After the first four weeks of the semester, a WF or WP is assigned by the professor based upon the professor's assessment of the student's work to date in the course.

Any student receiving a grade of F in a graduate course will be suspended. The student may reapply after one year. The department graduate faculty makes the decision on whether to readmit, and, if readmitted the stipulations that will apply. If readmitted, the student must repeat at Gardner-Webb University the course in which he or she received the F, making at least a B. Only the higher grade will be counted in computing the Gardner-Webb University grade point average, although the lower grade will remain on the official transcript. No more than one F may be repeated.

A student who receives nine hours of C grades will be suspended. The student may reapply after one year. The department graduate faculty makes the decision on whether to readmit and, if readmitted, the stipulations that will apply.

A student may not take courses for transfer credit from another institution while on suspension.

Repeating Courses

Courses may be taken for credit only once with the exception given under the F grade policy above and requirements stipulated for BADM 690.

Retention Policy

A student must have an average of 3.0 overall to be awarded the MBA degree. When the GPA falls below 3.0, the student is placed on probation. If, after six hours of additional work, the student does not attain a 3.0 overall, the Director of the MBA Program will notify the student, the registrar, and the Graduate Council of the termination of the student's program.

Transcripts

The Registrar will furnish transcripts of credit upon written request. Official copies are $5 each and this fee should accompany the request.

No transcript will be issued until all the student's accounts have been settled satisfactorily.

Academic Honesty

All work submitted by students in each course is presumed to be the students' own work. Cheating, plagiarism, or any other expression of dishonesty may result in failure in the course and/or dismissal from the graduate program.

Due Process

A student who experiences a problem concerning a grade or any other aspect of a course should first discuss the matter with the professor. If the problem is not resolved, he or she should go next to the Director of the MBA Program. If not satisfactorily resolved, the matter should be taken to the Dean of the School of Business, who will hear only those parties involved and make a decision in the case.

Academic Appeals

If the student is not satisfied with the decision by the Dean of the School of Business, that student has a right to appeal. He or she should address a letter to the Chair of the Graduate Council, stating the reason for the appeal and explaining the circumstances. If the student is asked to appear before the Council, he or she at that time may bring a representative from within the University to act as counsel. Deadline for an academic dishonesty appeal is seven days after the date of the decision being appealed. Deadline for other types of academic appeals (except for grade appeals) is eighteen months after the date of the decision being appealed. Grade appeals must be completed on or before the last day of the following semester.

Residence Life

Graduate students living on campus are subject to the same rules and regulations as other university campus residents. Any infringement of campus policies, such as prohibited behavior in residence halls, the cafeteria, the library, or other campus locations will be referred to the Vice President and Dean of Student Development. (Refer to the Gardner-Webb University Student Handbook for more details.)

Progress Review

When the student has earned between 15 and 21 hours of credit, the student should schedule an appointment with the advisor to review progress to date and to determine additional work to be completed for the degree. At this time the advisor and the student will fill out a midpoint checklist.

Application for Degree

A student must apply for the Master of Business Administration degree during the semester preceding the final term of study. An appointment should be made with the advisor, who will provide the appropriate form to be filled out to obtain the degree. The advisor will validate the information on the application for graduation; the student then submits the application to the Registrar. A $50.00 application for graduation fee is required; this includes the academic regalia, diploma, and administrative costs. Students submitting applications after the published deadline must pay a $50 late fee.

Commencement Exercises

Gardner-Webb University conducts commencement exercises at the conclusion of the spring semester and at the conclusion of summer school. Each candidate for a degree must be present for rehearsal and for the conferring of degrees. The University is not obligated to grant a degree to any candidate for graduation who does not attend these exercises. Any exception to this policy must be approved in writing by the Vice President and Dean of Academic Affairs.



The Academic Program

Degree Requirements:

* Overall minimum grade point average of 3.0 in graduate studies.
* Satisfactory completion of the 30 core graduate hours (10 courses) and the 6 elective graduate hours (2 courses) within six calendar years.
* Application for graduation by the dates published by the Registrar.
* Participation in Commencement exercises.

It is the student's responsibility to be familiar with the preceding requirements for graduation.

Program of Study

Core Curriculum

The Core Curriculum, required of all MBA students, consists of the following ten MBA courses:

BADM600	Managerial Accounting	3 sem. hrs.
BADM610	Managerial Economics	3 sem. hrs.
BADM620	Managerial Finance	3 sem. hrs.
BADM625	Marketing Management	3 sem. hrs.
BADM630	Organizational Behavior	3 sem. hrs.
BADM631	Quantitative Methods	3 sem. hrs.
BADM635	Production and Operations Management	3 sem. hrs.
BADM640	Business Law and Ethics	3 sem. hrs.
BADM650	International Business	3 sem. hrs.
BADM690	Strategic Management (Capstone Course)	3 sem. hrs.

Electives

Two electives comprise the remainder of a student's program of study. A student may take the six hours of electives in international business or Health Care Management or Human Resource Management for an emphasis in the respective areas. These courses vary, including courses such as the following:

BADM605	Health Care Administration	3 sem. hrs.
BADM606	Health Care Organization	3 sem. hrs.
BADM607	Organization Power and Politics	3 sem. hrs.
BADM608	Leadership: Theory and Practice	3 sem. hrs.
BADM609	Oraganizational Staffing	3 sem. hrs.
BADM611	Health Care Economics	3 sem. hrs.
BADM612	Motivation and Reward Systems	3 sem. hrs.
BADM613	Labor Relations and Workforce Governance	3 sem. hrs.
BADM614	Labor in the Economy and Society	3 sem. hrs.
BADM615	Human Judgement and Decision Making	3 sem. hrs.
BADM621	Investment and Portfolio Management	3 sem. hrs.
BADM626	Health Care Marketing	3 sem. hrs.
BADM632	Human Resource Management	3 sem. hrs.
BADM633	Entrepreneurial Management	3 sem. hrs.
BADM634	Management Information Systems	3 sem. hrs.
BADM636	Managerial Communication	3 sem. hrs.
BADM641	Health Care Law and Ethics	3 sem. hrs.
BADM651	International Finance	3 sem. hrs.
BADM652	International Marketing	3 sem. hrs.
BADM653	Seminar in International Trade	3 sem. hrs.

Program Guidelines

All undergraduate course foundation deficiencies must be made up prior to enrolling in MBA courses.

* BADM600, BADM610, BADM625 should be scheduled early in the program.
* Electives should be scheduled in the latter stages of the program.
* Strategic Management, BADM690, should culminate the program. A minimum of 24 hours of MBA core courses that include BADM 600, BADM 610, BADM 620 and BADM 630 are required prior to enrollment. A student receiving a final grade of less than "B" must repeat the course.

Academic Load

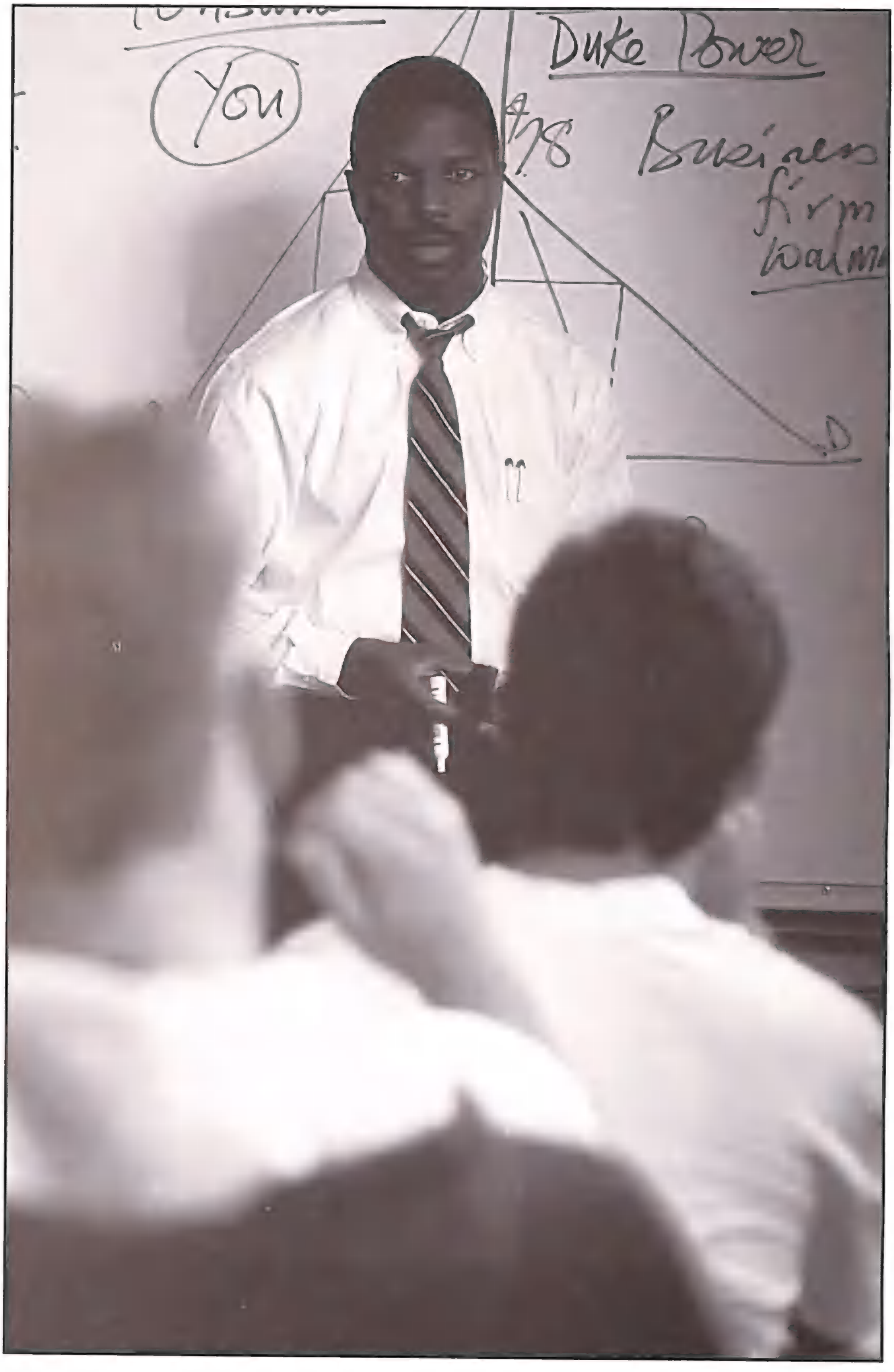
A full course load is six semester hours during fall semester, spring semester, and three semester hours each summer semester. Most MBA students take six hours during fall and spring and three hours each summer semester. The maximum course load for MBA students is nine hours during fall and spring semesters and three hours each summer semester. It is recommended that students who are employed full-time register for no more than six hours during fall and spring semesters.

Most students begin the program in August, but entry during spring and summer is an option. Students who begin in August and successfully complete two courses each fall, spring, and summer will graduate at the end of their second summer of study, 24 months after beginning the program. Students taking less than two courses in a semester will most likely graduate in three or four years. Six calendar years are allowed for completion of the MBA degree.

The definition of a full course load is made for those students requiring certification of full-time status for participation in insurance programs, the receipt of veteran's benefits, or the regulations of U.S. Immigration. Students enrolled full time are eligible to apply for various financial aid packages. The student should consult with the Financial Planning office regarding the availability of financial aid.

Course Schedules

Gardner-Webb University schedules classes to allow MBA students who are working full-time to attend graduate school part-time. All classes are held in the evening. Each course meets one night a week during spring and fall and two nights a week during the summer. During the fall and spring semesters classes are scheduled from 6:00 to 9:00 p.m. and during the summer from 6:00 to 10:00 p.m.


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Courses Of Instruction

BADM 600 MANAGERIAL ACCOUNTING **3 semester hours**

A study of the techniques used to present management with information for decision-making and financial reporting. Topics include methods of cost estimation, cost-volume-profit analysis, planning and control, and capital expenditure decisions.

BADM 610 MANAGERIAL ECONOMICS **3 semester hours**

The application and use of economic models in analyzing and solving selected problems of the firm such as product pricing, product mix, demand forecasting and market analysis.

BADM 620 MANAGERIAL FINANCE **3 semester hours**

A study of financial management concepts and techniques and their application to financial decision-making through case analysis. Topics include asset valuation, capital budgeting, dividend policy, capital structure analysis, and financing decisions.

BADM 625 MARKETING MANAGEMENT **3 semester hours**

An analysis of the marketing management decision process, with particular emphasis on market opportunity analysis, strategy development, planning, and the integration of marketing with overall corporate strategy.

BADM 630 ORGANIZATIONAL BEHAVIOR **3 semester hours**

An intensive investigation of human behavior on the individual, group and organizational levels. Perspectives from psychology, sociology, and business administration are all considered. Topics include personality and perception, decision-making, motivation, leadership, group dynamics, power and politics, and organizational design and development.

BADM 631 QUANTITATIVE METHODS **3 semester hours**

An intensive survey and application of mathematical techniques in solving business problems. Topics include decision theory, inventory control models, linear programming, queuing theory, network models, simulation, and optimization. Computer applications will be used in many topics.

BADM 635 PRODUCTION AND OPERATIONS MANAGEMENT **3 semester hours**

An analysis of management functions related to production: planning, design, construction control, and operational control. Special topics will include forecasting, project management via CPM/PERT, plant location and layout, production scheduling, quality control, and inventory management.
Prerequisite: BADM 631 or permission of instruction.

BADM 640 BUSINESS LAW AND ETHICS **3 semester hours**

The application of law to managerial decisions. Topics include business torts and crimes, corporate social responsibilities to the consuming public, employees, and competitors, real and personal property transactions, product liability, antitrust law, and the governmental regulations of business.

BADM 650 INTERNATIONAL BUSINESS **3 semester hours**

An overview of the major forms of international business with special attention to exports and imports, overseas investments, production and basic marketing operations, licensing, financing and other international business services.

BADM 690 STRATEGIC MANAGEMENT **3 semester hours**

An integrative course designed to enable the student to employ knowledge of the various functional areas of business administration as policy decisions are considered from the viewpoint of executive management. Case methods of instruction lend realism to exercises in decision-making. A student receiving a final grade of less than B must repeat the course.

Prerequisites: Minimum of 24 hours of required MBA core courses that include BADM 600, 610, 620 and 630 or permission of MBA Director.

Elective Courses

BADM 605 HEALTH CARE ADMINISTRATION **3 semester hours**

An introduction to the principles of administration within health care organizations and the basic concepts of organizational theories relevant to effective administration of health care institutions.

BADM 606 HEALTH CARE ORGANIZATION **3 semester hours**

An overview of the organization, structure, and financing of the health care delivery system in the United States. Issues in health care resourcing, institutions, and system organization will be examined.

BADM 607 ORGANIZATION POWER AND POLITICS **3 semester hours**

The course examines sources and uses of power in relationships that occur between individuals. In small groups; and in large, complex organizations. Skills and knowledge relating to the acquisition and constructive use of power to manage effectively are emphasized. Organizational change is viewed as a manifestation of the exercise of power. Methods of change behavior in organizations are explored in lectures, discussions, and case studies.

BADM 608 LEADERSHIP: THEORY AND PRACTICE **3 semester hours**

Critical examination of various leadership theories (trait, situational, organizational, power, vision and research evidence based on those theories. Students also develop an assessment of their own leadership skills and develop those skills in class exercises.

BADM 609 ORGANIZATIONAL STAFFING **3 semester hours**

Examination of alternative organization staffing strategies-recruitment and hiring, training and development, promotion and transfer--and potential advantages of each in a variety of settings. Analysis of specific techniques for effective application of different strategies for human resource staffing--selection, performance appraisal, human resource planning, training, and career counseling.

BADM 611 HEALTH CARE ECONOMICS **3 semester hours**

An introduction to economic concepts as they apply to the unique specifics of the health care industry. The course will focus on the interrelationships of social policy, political processes, health insurance fundamentals, and health care delivery system with emphasis on economic principles and perspectives.

BADM 612 MOTIVATION AND REWARD SYSTEMS 3 semester hours

Analysis of approaches to the motivation of individual and work team performances through systems of reward. Examination of approaches to setting wage structures, design of incentives, and the administration of reward system. Economics and psychological theories are applied in these analysis.

BADM 613 LABOR RELATIONS AND WORK FORCE GOVERNANCE 3 semester hours

Examinations of issues in governance of the work force--employment contracts, work rules, wage systems, grievance settlement--and alternative systems of governance, such as collective bargaining, works councils, worker participation and collegial systems. Analysis of likely consequences for work force cooperation and productivity.

BADM 614 LABOR IN THE ECONOMY AND SOCIETY 3 semester hours

Examines the evolution and current status of labor and human resources in American industry. The changing structure of the labor force and its deployment among occupations and industries are examined, as well as the evolution of the American labor movement and collective bargaining. Public policy concerning employment and collective bargaining is considered. Current topics such as employment discrimination, the future of the labor movement, alternatives to collective bargaining, and the impact of automation upon the labor force are also considered.

BADM 615 HUMAN JUDGMENT AND DECISION MAKING 3 semester hours

Social, psychological, economic, and political aspects of individual and group decision making. Decision making under uncertainty; emphasis on descriptive rather than normative theories. Prospect theory, decision regret, decision heuristics, causal attribution, perception, multi-criteria decision making. Lectures and seminar.

BADM 621 INVESTMENT AND PORTFOLIO MANAGEMENT 3 semester hours

An examination of the investment decision in both the personal and corporate setting. Emphasis is placed on the analysis of risk and return trade-offs of various investment alternatives, portfolio selection and management, and tax considerations.

BADM 626 HEALTH CARE MARKETING 3 semester hours

An introduction to the foundations, principles, and basic applications of health care marketing. Topics will include the development of marketing strategies and programs as well as general health care planning. Marketing research, product development, and physician marketing will also be covered.

BADM 632 HUMAN RESOURCE MANAGEMENT 3 semester hours

An examination of the theories involved in selecting, placing, evaluating and compensating the employees of an organization. Topics include human resource planning, employment law, job analysis and design, recruiting, selection, training and development, performance appraisal, compensation and benefits, and employee health and safety.

BADM 633 ENTREPRENEURIAL MANAGEMENT 3 semester hours

An examination of how entrepreneurial managers discover and take advantage of innovative opportunities. Topics emphasized are the entrepreneurial process, starting new ventures, and developing entrepreneurship in large corporations.

BADM 634 MANAGEMENT INFORMATION SYSTEMS 3 semester hours

Examination of the strategic applications of computer-based systems for management of the organization. Topics include general concepts of information system, a review of decision analysis, and discussion of representations and the modeling process.

BADM 636 MANAGERIAL COMMUNICATIONS 3 semester hours

The nature and problems of individual, interpersonal, and organizational communication in business. Various techniques such as concise writing, presentations, graphics and public speaking will be developed and practiced for effective organizational and individual performance.

BADM 641 HEALTH CARE LAW AND ETHICS 3 semester hours

An examination of the major legal issues encountered in the health care field by administrators and practitioners. Topics to be covered include; principles of liability, medical ethics, and legislative and regulatory factors in health care delivery.

BADM 651 INTERNATIONAL FINANCE 3 semester hours

An in-depth study of the financial management of a firm including the acquisition, control, taxation and investment of funds under international influences, such as fluctuating exchange rates and institutional differences.
Prerequisites: BADM 620, BADM 650 or permission of instructor.



BADM 652 INTERNATIONAL MARKETING 3 semester hours

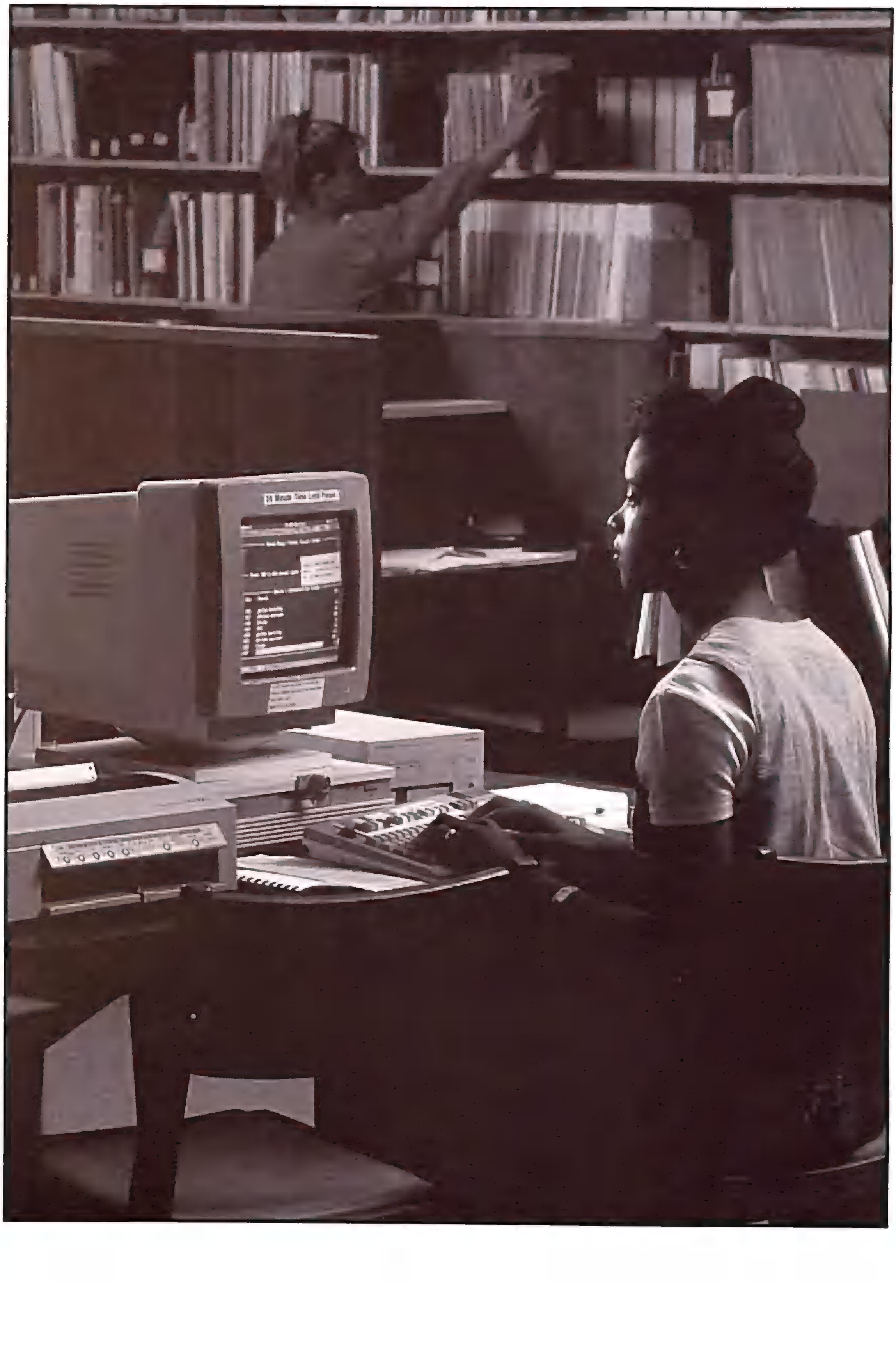
An advanced study of marketing functions in the global marketplace, including the techniques and strategies required when marketing in various cultural, economic, legal and political environments.

Prerequisites: BADM 625, BADM 650 or permission of instructor.

BADM 653 SEMINAR IN INTERNATIONAL TRADE 3 semester hours

Presentations and discussions concerned with current problems affecting international trade and the development of professionalism in the discipline.

Prerequisites: BADM 650, BADM 651 or BADM 652 or permission of instructor.



Directory and Appendices

Administration And Faculty

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Vice President for Enrollment Management

Melissa L. Swofford, B.A.
Director of Admissions, MBA Program

Jennifer W. Allen, B.A.
Secretary, MBA Program

Faculty

I. Glenn Bottoms, Professor of Economics and Management Information Systems
B.A., Emory University; M.A., University of Ottawa; Ph.D., Georgia State University; Post-doctoral study, George Washington University.

Sue C. Camp, Professor of Business Administration
B.S., Gardner-Webb University; M.A.T., Winthrop University; Ed.D., University of Tennessee at Knoxville.

Henry Co, Professor of Business Administration
B.S., D.B.A., University of the Philippines; Ph.D., Virginia Polytechnic Institute and State University.

Amy E. Cox, Assistant Professor of Marketing
B.S. Duke University; M.B.A. University of Michigan; Ph.D. candidate, University of Minnesota.

F. Keith Griggs, Professor of Business Administration and Management Information Systems
B.S., M.A., Appalachian State University; M.Ed., University of North Carolina at Charlotte; Ed.D., Virginia Polytechnic Institute and State University.

Arlen K. Honts, Assistant Professor of Management
B.S., M.B.A., University of Oklahoma; Ph.D., Vanderbilt University.

Robert W. Mellbye, Assistant Professor of Health Management
B.S., University of Colorado; M.H.A., University of Minnesota; M.B.A., Wake Forest University

Anthony I. Negbenebor, Associate Professor of Economics; Director of the MBA Program
B.S., M.Sc., Ph.D., Mississippi State University.

Michael G. Schumacher, Assistant Professor of Business Administration and Accounting
B.S., University of Albuquerque; M.B.A., University of California; Ph.D. Candidate, University of Mississippi

Charles B. Tichenor, Distinguished Corporation Chief Executive; Professor of Business Administratrion
B.S., Duke University; D.B.A. Berne University.

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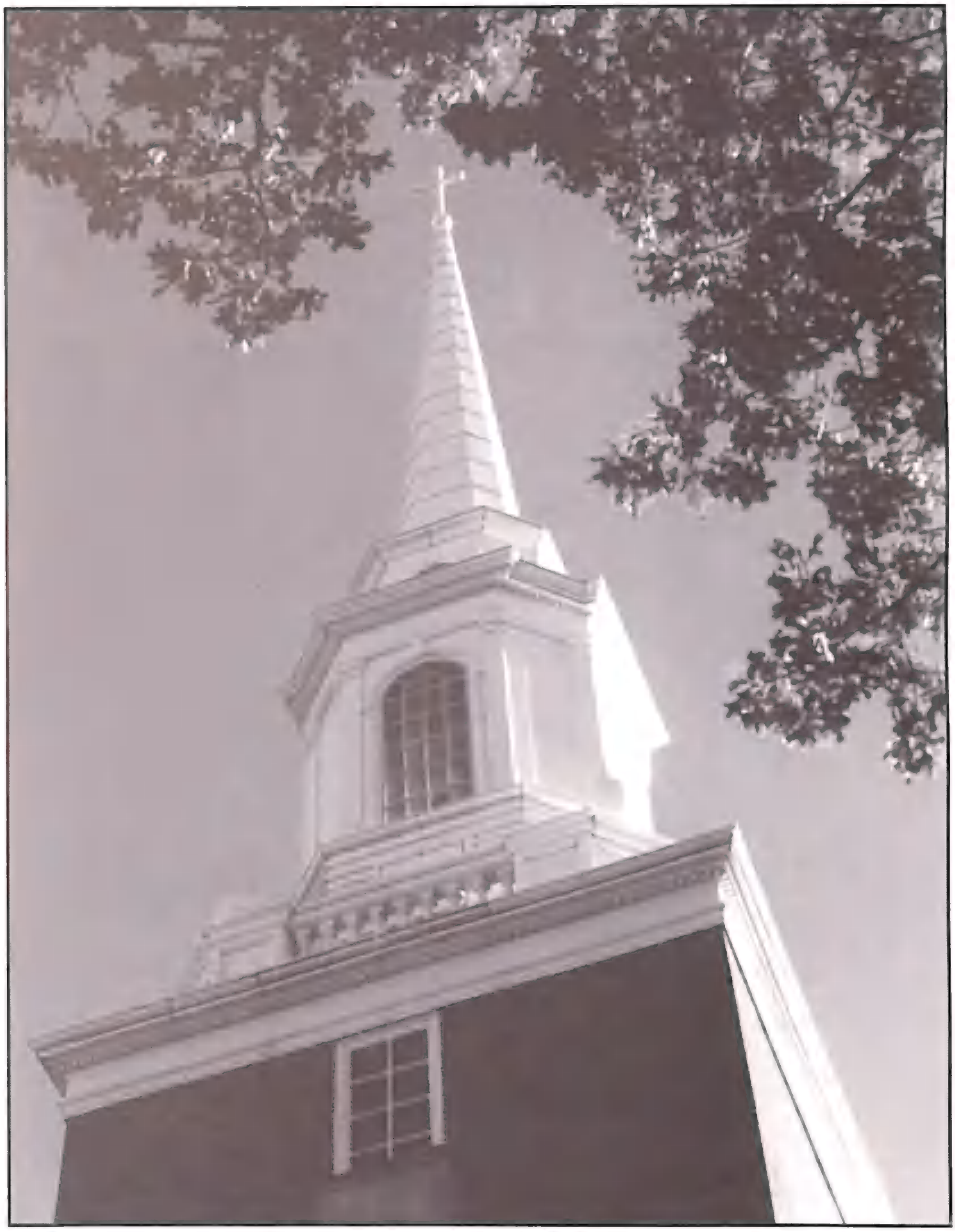
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Bernard H. Parker, Past Board Chairman

E. Thomas Hardin, Past Board Chariman

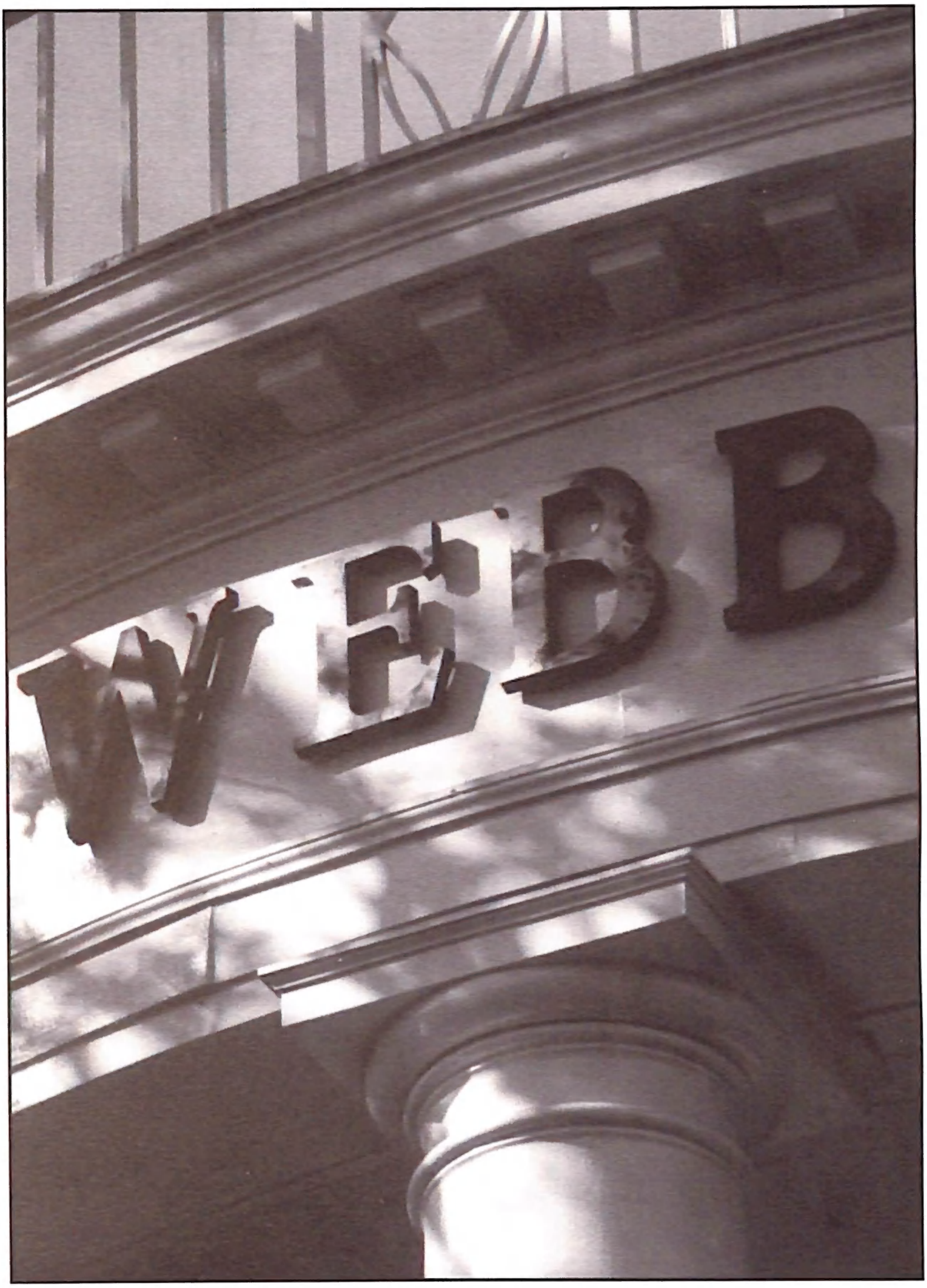
Leland A. Kerr, Director of Missions, Kings Mountain Baptist Association

Heather D. Lookadoo, Alumnus Trustee



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For more information on the MBA program at Gardner-Webb University, call the MBA Office at 704-434-4489 or 1-800-457-4622. You may FAX at 434-4738, or write:

Director of Admissions
MBA Program
Gardner-Webb University
Boiling Springs, NC 28017

COMMUNICATIONS WITH GARDNER-WEBB UNIVERSITY

This bulletin contains pertinent information about Gardner-Webb University, its philosophy, policies, regulations and course offerings. All students and prospective students are urged to read it carefully.

Correspondence relating to official business should be addressed as follows:

President
- General information

Senior Vice President and Provost
- General information

Vice President and Dean for Academic Affairs
- Academic program
- Academic work of students in the university
- Faculty positions

Vice President for Business and Finance
- Payment of student accounts
- Inquiries concerning expenses

Vice President of Enrollment Management
- Admissions
- Graduate Program admissions

Vice President and Dean of Student Development
- Housing
- Student affairs

Vice President for University Relations
- Public relations
- Contributions, gifts or bequests
- Estate planning

Director of Undergraduate Admissions
- Admissions
- Requests for applications, catalogs or bulletins
- Scholarships, student loan funds, and work jobs

Dean of the College of Extended Professional Studies
- GOAL Program admissions
- GOAL Program curriculum and policies

Dean of Graduate School of Education and Counseling
- Graduate Program curriculum and policies

Dean of the School of Business
- Admissions
- Curriculum and Policies

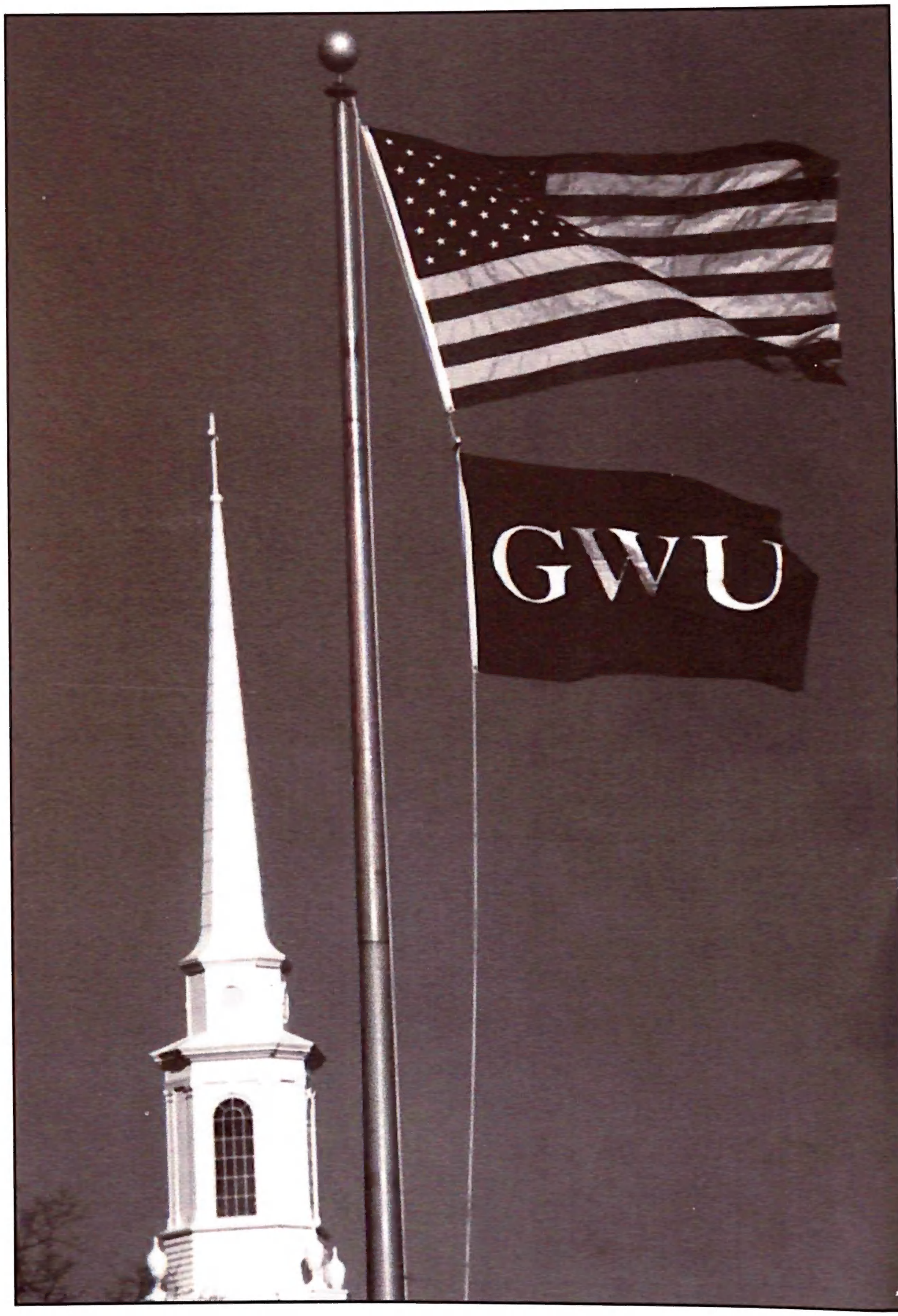
Dean of the School of Education
- Admissions
- Curriculum and Policies

Dean of the School of Divinity
- Admissions
- Curriculum and Policies

Director of Placement
- Career options for students
- Employment of seniors and alumni

Registrar
- Requests for transcripts
- Evaluation of transfer credits
- Student educational records

Director of Alumni
Alumni affairs
Parent relations



Gardner-Webb
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Master of Business Administration Program
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